DOCUMENT RESUME

ED 440 304 CE 080 080

AUTHOR Ilgen, Daniel R., Ed.; Pulakos, Elaine D., Ed.
TITLE The Changing Nature of Performance: Implications for Staffing, Motivation, and Development. Frontiers of Industrial and Organizational Psychology.
ISBN ISBN-0-7879-4625-7
PUB DATE 1999-00-00
NOTE 452p.; Foreword by Sheldon Zedeck. Series sponsored by the Society for Industrial and Organizational Psychology, Inc., A Division of the American Psychological Association.
AVAILABLE FROM Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104 ($48.95). Tel: 415-433-1740; Fax: 800-605-2665 (Toll Free); Web site: http://www.josseybass.com.
PUB TYPE Books (010) -- Collected Works - General (020)
EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Adult Education; *Change; Employee Attitudes; Job Development; *Job Performance; Job Training; Leadership; Lifelong Learning; Motivation; Personnel Evaluation; Personnel Management; *Personnel Selection; Staff Development; Standards; Teamwork; *Technology; Work Attitudes; Work Environment

ABSTRACT

This volume provides a discussion of the relationship between the changing nature of work and the understanding, measurement, and influence of human performance. Chapter 1, Employee Performance in Today's Organizations (Daniel R. Ilgen, Elaine D. Pulakos), introduces seven key changes in the nature of work--changes in technology, job design, type of workforce, training methodology, external control, leadership, and work structure--and how they affect job performance and the following three emphasized human resource domains: staffing, motivation, and training and development. The remainder of the book elaborates on performance in organizations from two perspectives. The seven chapters in part 1 describe in detail the seven key changes that are strongly influencing work and work settings and discuss their implications for performance: "Technology and Performance" (Beryl Hesketh, Andrew Neal); "Performance Assessment in Unique Jobs" (Stephan J. Motowidlo, Mark J. Schmit); "Contingent Employees: Individual and Organizational Considerations" (Charles L. Hulin, Theresa M. Glomb); "Continuous Learning" (Manuel London, Edward M. Mone); "Customer-Driven Employee Performance" (David E. Bowen, David A. Waldman); "Leadership and the Changing Nature of Performance" (Robert G. Lord, Wendy Gradwohl Smith); and "Developing Adaptive Teams: A Theory of Compilation and Performance Across Levels and Time" (Steve W. J. Kozlowski, Stanley M. Gulley, Earl R. Nason, Eleanor M Smith). Taking the conditions described in Chapters 2-8 as givens, part 2--chapters 9-11--shifts the focus to the three human resource processes in which performance and performance measurement are central: "The Challenge of Staffing a Postindustrial Workplace" (Kevin R. Murphy); "Managing Work Role Performance: Challenges for Twenty-First-Century Organizations and Their Employees" (Patrice R. Murphy, Susan E. Jackson); and "Performance and Employee Development" (Kurt Kraiger). Part 3 is Chapter 12, "The Definition and Measurement of Performance in the New Age" (John P. Campbell). Throughout the book, the authors frequently rely on Campbell's

Reproductions supplied by EDRS are the best that can be made from the original document.

model of performance. Campbell examines the conditions described in Chapters 2-8 and reacts to them. He also examines the effects on the human resource process discussed in Part 2 as they relate to the ability to cope with the changing nature of performance at work. Name and subject indexes are appended. (YLB)

Reproductions supplied by EDRS are the best that can be made
from the original document.